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4 JAN 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : James N. Glerum
Director of Personnel

SUBJECT : Personnel Planning

REFERENCE : Memorandum from Director of Personnel to DDCI
dated 16 July 1981: Same Subject; ER 1139/4

1. Action Requested: None. This memorandum is for information only.

2. Background: At the 15 April 1981 Executive Committee meeting you decided that the Annual Personnel Plan and Annual Personnel Report had outlived their utility and should be discontinued. You also tasked my Office and the Executive Committee Staff with developing alternative ways to accomplish the objective of effective personnel planning and to assist the DDCI/DCI in "getting a handle on" the Agency's personnel management system. The results of our efforts were contained in reference and its attachment, which you approved on 17 July 1981, with the proviso that our actions would be coordinated with the Office of Policy and Planning.

3. Staff Position: My staff has collected, collated, and reviewed numerous suggestions and concerns relating to personnel management in the Agency expressed by yourself and other senior managers. Several of the issues of concern already were under study (for example, the Performance Appraisal System, compensation, Precepts for CIA Personnel Evaluation Boards and Panels, better ways to determine recruitment requirements).

4. There are several other issues, however, that do need current attention and my Office plans to undertake these reviews in the coming months:

- a. Are we attracting and maintaining the critical skills we need?
- b. Why are good employees leaving the Agency?
- c. Refinement of certain facets of the Precepts System.

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- d. The value and use of rotational assignments.
- e. The effectiveness of the Agency's Awards System.
- f. Assuring appropriate lateral input from the private sector to the Agency.

We, of course, will continue to be alert to, and seek managers' and employees' input about, Personnel Management issues through our regular contacts, monitoring trends from the personnel data base and through participation in training courses both as briefers and students.

James N. Glerum

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